

CONFIDENTIAL

SECRET

OC-M81-271
13 APR 1981

5018

MEMORANDUM FOR: Director of Personnel Policy,
Planning, and Management

THROUGH: Deputy Director for Administration

FROM: [Redacted]
Director of Communications

SUBJECT: Request for Revision of Non-Standard
Work Schedule [Redacted]

REFERENCE: OC-M80-1007 dated 12 December 1980

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1. It is requested that authorization be granted for employees working the non-standard work schedule described in the reference to voluntarily carry over a maximum of eight credit hours to pay periods following the pay period in which the work was accomplished, without compensation for overtime. [Redacted]

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2. As explained in the reference, hours scheduled under the 12-hour plan in excess of 80 each biweekly pay period are not actually worked, unless management believes the overtime is essential to the mission. Since seven 12-hour shifts are scheduled for each employee during each pay period, the supervisor and the employee must negotiate one four-hour period of "off-time" every two weeks. The resultant partial work days are difficult to track administratively and run counter to one of the original arguments for the 12-hour schedule; i.e., the advantages to be gained by carpooling. Carpool arrangements cannot be considered when scheduling off-time, so the employee working his biweekly eight-hour shift must provide his own transportation. When the number of employees involved is considered, the energy wasted is significant. [Redacted]

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3. This request, if approved, will permit the individual employee to continue working beyond the normal 80 hours each pay period, until he has accumulated one full "off day" (12 hours). Normally, the employee will carry over a maximum of eight hours between pay periods, and will be entitled to one full 12-hour day off every three pay periods. Annual leave and TDY will force

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WARNING NOTICE
INTELLIGENCE SOURCES
AND METHODS INVOLVED

[Redacted]

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occasional exceptions; such circumstances will be a matter of negotiation between the employee and his supervisor. Under no circumstances will the employee be forced to carry hours forward.

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4. The concept of credit hours is permitted by for employees on a flextime schedule, but is denied to employees involved in shiftwork by . A waiver of pertinent provisions of is required. It is believed that the waiver is justified, in that it benefits both the employee and the government, and is certain to be a positive morale factor for an office currently experiencing recruitment and retention problems. Employee reaction to the 12-hour work schedule appears to be favorable, except for the problem discussed above. The results of the employee acceptance vote at the end of the 90-day trial period undoubtedly will be affected by the action taken in response to this request.

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CONCUR:

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Deputy Director for Administration

4-27-81

Date

APPROVED:

Director of Personnel Policy,
Planning, and Management

Date

* Concurrence subject to the determination that this schedule complies with the provisions of FLSA.

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OC 1980-1002

MEMORANDUM FOR: Director of Personnel Policy, Planning and Management

THROUGH: Deputy Director for Administration

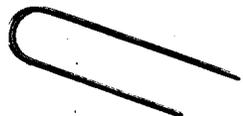
FROM: [redacted] Acting Director of Communications

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SUBJECT: Request for Approval of Alternative, Non-Standard Work Schedule [redacted]

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REFERENCE: [redacted] dtd 6 November 1980



1. Action Requested: It is requested that approval be granted to establish, on a trial basis, a non-standard work schedule for the Office of Communications, [redacted] [redacted] A9c4.1

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2. Background: [redacted] is a 24-hour communications facility. The facility is staffed by 60 watch-stander personnel (four watch teams) who are currently working 8-hour shifts in a 7 evening, 7 day and 7 midnight watch rota (Attachment A). This watch rota has the employee working 20 or 21 days of each 28-day period with 7 or 8 days off, depending upon staffing levels and the need for overtime assistance. The proposed watch schedule (Attachment B) calls for each watch team to work alternating 36 and 48-hour work weeks (12-hour watch periods). Based on a 28-day period, the employee is scheduled to work 168 hours--the same as with the present watch schedule which consists of 8 vice the proposed 12-hour shifts. Again, the 8 hours overtime scheduled into the watch rota would not be worked unless truly required. While the total number of hours of scheduled work is the same for each watch rota, the extended shift periods (from 8 to 12 hours) in the proposed schedule offers the advantages of: (1) an increased operational efficiency within station resulting from fewer shift changes, (2) a 30% reduction in trips to work (from 21 to 14), and (3) improved morale resulting from extended break periods (more days off) between shift changes. The isolated location of the [redacted] or, more specifically, the long distances most of the employees must travel to and from

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SUBJECT: Request for Approval of Alternative, Non-Standard Work Schedule

work, makes the proposed watch schedule particularly desirable from the point of view of reduced travel costs and energy conservation. A large majority of the affected personnel at the favor the change. A9c4.1

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3. Recommendation: Based on the above, it is recommended that approval be granted to implement the proposed watch schedule (Attachment B) for a 90-day trial period beginning 18 January 1981

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Attachments:

- A. Watch rota
- B. Proposed watch schedule

APPRO

DATE:

1-19-81

This request is approved with the understanding that the 12 hour shifts will also include one-half hour for meal periods. That is, the two shifts will work from 0645 to 1915 and 1845 to 0715.